Innovation Network Structure

**DESIGN TEAM**

**Contributions:**
Designing the strategy and engagement process to ensure clear goals, rigorous analysis, well-defined priorities, adequate resources, clear roles & responsibilities.

**Traps:**
Taking ultimate responsibility away from the network itself, being too directive OR not directive enough with network.

**Qualities:**
Highly mission-driven with same general qualities as network participants, with key roles of maven, connector, and salesperson.

**INNOVATION NETWORK**

**Contributions:**
Understanding the whole system; recommending other leaders; identifying key shifts; conceiving, vetting, prioritizing & guiding initiatives.

**Traps:**
Getting caught in debate and either-or thinking, losing site of larger goals, trying to create exact solutions, moving slowly, getting overwhelmed by scope of challenge.

**Qualities:**
Held in high regard by peers, committed to analysis and action, expertise in their part of the system, highly committed to the goal, can represent their organizations, represents diversity.

**BACKBONE LEADERSHIP**

**Contributions:**
Run the design team, provide strategic framing and leadership, provide analysis and research support, lead overall program to objectives.

**Traps:**
Treating the overall network as just a program management exercise; taking on the work to the neglect of leveraging other organizations and resources.

**Qualities:**
Seen as having high integrity, fairness and professionalism across stakeholder groups; transparent but discreet, strong systems in place for people, process, and financial management.

**PROGRAM TEAM**

**Contributions:**
Planning and resourcing initiatives appropriately, engaging other stakeholders to advance the work, coordinating with other initiatives.

**Traps:**
Not scoping the work carefully and explicitly with the network, not leverage the network's connections and resources, taking more responsibility than the network does.

**Qualities:**
Strong project management skills, willingness and ability to create alignment across competing interests, advances narratives that increase meaning & engagement.

**WHOLE COMMUNITY**

**Contributions:**
Experience, expertise (as guests) and aspirations.

**Traps:**
Expectations of process exceed capacity and commitment of the community.

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